

# The City of Calgary Animal & Bylaw Services



# Today's Presentation

- Overview
- Animal Services
- Officer Training and Animal Behaviour
- Public Education
- Continuous Improvement



In North America we do not have a problem with pet overpopulation, stray animals, nuisance or vicious animals – we have a problem with responsible pet ownership.

Virtually every animal that ends up in a shelter or on the street is there because a human relationship failed them.

The definition of insanity is continuing to do things the same way you always have and expecting to get different results.

Shifting from traditional animal control to responsible pet ownership

“The political system is simple. It operates with limited information (rational ignorance), short time horizons, low feedback, and poor and misaligned incentives. Society in contrast is a complex, evolving, high-feedback, incentive-driven system.”

Alex Tabarrok



# Animal & Bylaw Services' Mission

“To encourage a safe, healthy, vibrant community for people and pets through the development, education, and compliance of bylaws that reflect community values”.





# Animal Services

**We encourage responsible pet ownership through licensing, public education and enforcement.**

- Protect people from animals
- Return pets to owner
- Care for impounded animals
- Subsidized spay/neuter programs
- Obtain compliance to the Responsible Pet Ownership Bylaw



# From Mission Statement to Action

1. Identify the issue
2. Engage stakeholders
3. Build a process that works
4. Educate people to use it
  - 95% voluntary compliance
5. Back it up
  - 5% enforcement
6. Measure it
  - how do you know you are improving



# Identify the Issue

What are the **behaviors** in our community that are creating problems or threatening public safety

What is the desired outcome

Do we have the authority to regulate the issue – if not, who does

**BSL** - is the issue particular breeds  
or is the issue aggressive  
canine behavior

**Pet Limits** - is the issue the number of  
animals or is the issue  
related to noise, smell or  
care being given to the  
animals

# Engage the Stakeholders

- Educate the public on the issues and how the proposal will address the issues
- Gather opinions on the issues and solutions
- Provide an opportunity to be heard
- Measure support or opposition to the proposal

# Engage the Stakeholders

- Who will be affected by this ordinance
  - Community animal experts
  - Public
  - Victims of an incident
- What will their position be
- What are their interests

# Build Processes that Work

- Use a standard business project process (SMART)
- Gather data on the current state in the community and vision where we would like it to be
  - What facts are available
  - What facts do we need to find or validate
  - Be transparent

# Build Processes that Work

- Engage the stakeholders in the solutions
- How will you measure and report on the progress
- Be realistic in how long it may take to implement change – identify the milestones
- The Bylaw on its own is not the whole solution – what needs to be done to support it



# Public Education

- Education is the most powerful tool to change behavior
- Build knowledgeable citizens – why we have these rules
- Give people good information to support making good choices
- Supports the perception of fairness





# Four Principles of Responsible Pet Ownership

1. Licence and provide permanent identification for pets
2. Spay or neuter pets
3. Provide training, physical care, socialization and medical attention for companion pets
4. Do not allow pets to become a threat or nuisance in the community

# Enforcement

- Final step if all else failed - consequences
- Needs to be effective – perception of getting caught
- Needs to provide deterrent value – cost of non-compliance
- Perception of fairness

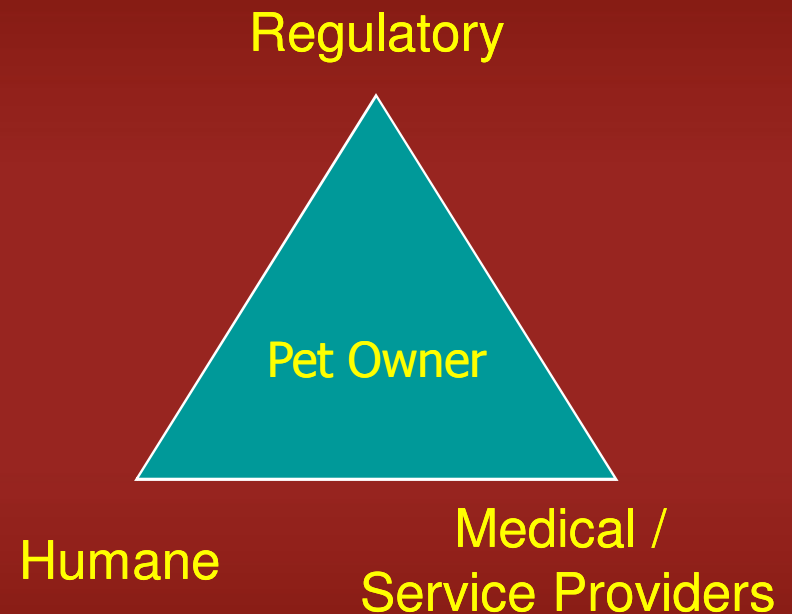
# Measurement

- Confirms if the bylaw is being successful or not
- Tracks changes or trends in the community
- What to measure and what is it telling you

# Our Responsible Pet Ownership Partners

A successful animal program requires working relationships with three key stakeholders:

- **Regulatory** — The City of Calgary, The Province of Alberta
- **Humane** — Calgary Humane Society (SPCA), Animal Rescue Foundation, MEOW Foundation
- **Medical/Service Providers** — Calgary Vets, AVMA, breeders, trainers, pet stores



# The Importance of Bylaws

- Serve two roles:
  - set a minimum standard of acceptable behaviour
  - achieve compliance to that standard
- Help us live together as neighbours based on agreed upon rules
- Provide a process for resolution
  - investigation, mediation, enforcement



# Performance Indicators

(How do we know we are doing a good job)

- Impounded animal numbers ↓
- Return to owner rates ↑
- Aggressive animal incidents ↓
- Euthanasia rate ↓
- Percent of animals licensed ↑
- Number of bylaw infractions charged ↓
- Financial performance ↑

# Operations: Bylaw Compliance





# Operations: Bylaw Compliance



# Field Operations

**24 Animal Control Officers respond to and investigate complaints related to:**

- 1. Responsible Pet Ownership Bylaw**
- 2. Provincial Legislation**



# Field Operations

## (continued)

### 1. Responsible Pet Ownership Bylaw

- License Compliance
- Animals running at large
- Animals unattended
- Animals not under control
- Dogs in off-leash areas
- Removal of excrement
- Barking, howling, noise
- Livestock in the city
- Aggressive Behaviours
  - Bites/Attacks
  - Chase /Threats
  - Serious injury
  - Fatal injury to another animal
- Vicious Animals
- Unsecured dogs in open trucks

# Field Operations (continued)

## 2. Provincial Legislation

- Dangerous Dogs Act
- The Animal Protection Act
- The Stray Animals Act



# Remove Barriers

An effective program removes barriers to responsible pet ownership.

- Licensing needs to be market sensitive and convenient.
- Providing a no-cost spay/neuter program removes barriers for low income citizens.
- Public education programs teach citizens how to be responsible pet owners.



# Dog Licensing Program

- All dogs 3 months and older require a licence
- Zero tolerance for unlicensed dogs - \$250 penalty
- Annual licence fee:
  - \$31 altered
  - \$52 intact



# Licensing Program: Cats

- Cat licensing became mandatory – 2007 January 1
- \$250 fine for an unlicensed cat
- Cats with permanent ID (tattoo or microchip) are not required to wear a tag





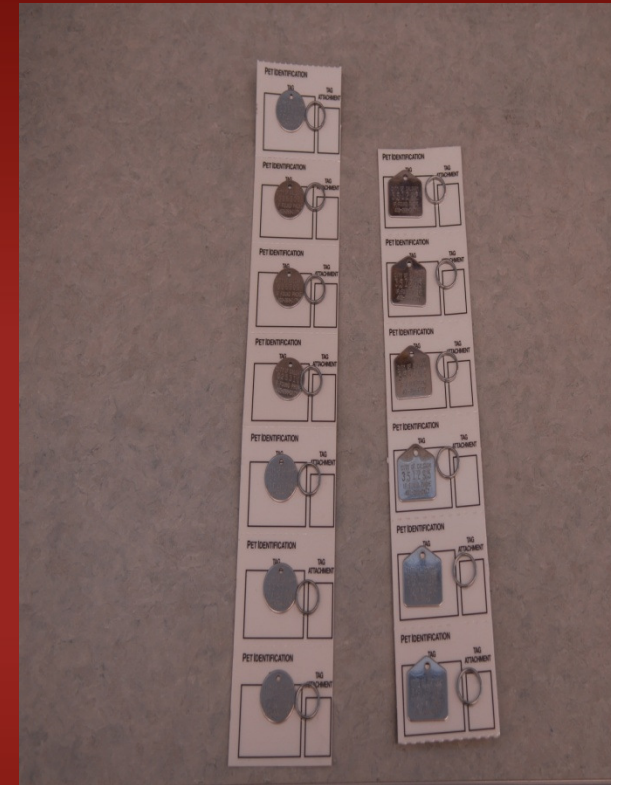
# Cat Licensing Program

- All cats 3 months and older require a licence
- Zero tolerance for unlicensed cats
- Annual licence fee:
  - \$10 altered
  - \$30 intact



# Dog Licensing: History

- Formerly a Business Licensing administrative function
- Low compliance, no follow up on expired licences
- Transferred to Animal Services to provide connectivity
- Dedicated Officers to licensing
- Dedicated phone line manned by knowledgeable staff





### Renewing my licence is now even easier.

Dog licences can now be paid by telephone/Internet banking at the Royal Bank. Other banks will be included soon. Contact your branch to inquire.

Having a valid dog licence ensures The City of Calgary Animal Services can return your lost dog. At 3 months of age, all dogs in the City of Calgary must be licensed. The fine for an unlicensed dog is \$250.

Licensing your dog is easy. Here's how:  
Telephone 268-4350 |  
Through the mail 2201 Portland Street SE, Calgary AB, T2G 4M7 |  
In person Animal Services at the address above or with The City of Calgary Cashiers, 3rd Floor Municipal Building, 800 Macleod Trail SE | Online [www.calgary.ca/animalservices/](http://www.calgary.ca/animalservices/) |  
At the Royal Bank Telephone/Internet banking

## My licence is my ticket home.



THE CITY OF  
**CALGARY**  
ANIMAL & BY-LAW SERVICES



## My licence is my ticket home.

Please license your dog.  
Having a valid dog licence is not only the law, it's the best way to ensure your furry friend finds his way home if he gets lost.



Licensing your dog is easy. Here's how:  
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# Licensing Campaigns

## Since 1999, periodic licensing campaigns with:

- Stepped up enforcement;
- Extensive media advertising;
- "Amnesty"



### Does your dog have a **LICENCE?**

Be a responsible  
pet owner and  
avoid a \$250 penalty.

Check out our web site  
[www.gov.calgary.ab.ca/animalservices](http://www.gov.calgary.ab.ca/animalservices)

If your dog is three months of age or older, you must have a dog licence.

On September 15, 1999, The City of Calgary adopted a no-tolerance policy on licensing and violators are being ticketed.

The annual fee for licensing a dog is less than \$40. Licences for spayed or neutered dogs are less. Buying a licence now will save you a \$250 fine later.

Renew your licence or apply for a new one by calling 268-4350. Payment can be made by cheque, cash or credit card.

THE CITY OF CALGARY  
ANIMAL SERVICES SECTION  
3990 MANCHESTER RD. S.E.  
Phone: 268-4350  
Fax: 268-4927



# Pet Rewards Card



# Key Program Messages

1. Responsible Pet Ownership has its rewards.
2. The card is a tangible reward that adds even more value to the license.
3. By using the card a couple of times, pet owners recoup their licensing fees.
4. The card provides discounts on partnering quality merchants' products and services.



# Our Partners



# Our Partners cont'd.

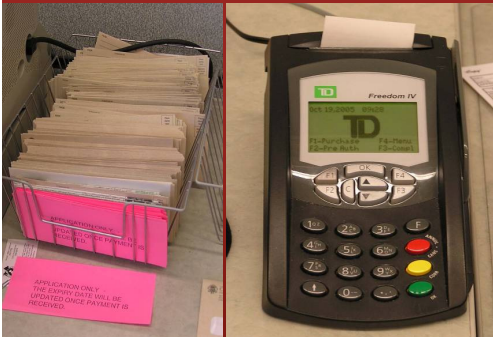




# Licensing: Making it Easy



- Renewal notices automatically sent out
- Easy payment options:
  - In person at 2 locations
  - Telephone (3-1-1, 24/7)
  - [www.calgary.ca/animalservices](http://www.calgary.ca/animalservices)
  - At bank
  - By mail
  - Night depository
  - Directly to an officer



# Licensing Compliance



- Follow up on all licence non-renewals
- Officers can check for a valid animal licence using onboard computer or radio dispatch

# Licensing Compliance (continued)



- Park patrols
- Impounded dogs and cats may not leave facility without a licence
- 6 month free licence for adopted dogs and cats

# The Licensing Advantage



- Enables Animal Services to quickly reunite missing pets with their owners
- Identifies that a lost animal has a caregiver/owner
- A licensed animal is one phone call away from going home



# Off-Leash Areas

- It will happen anyway
  - Important for dogs to socialize
  - ➔ Need regulations
- 
- Challenges:
    - parks are over subscribed
    - conflicts with multiuse strategies
    - environmental damage



# Dogs in Parks

- Dogs must be on leash unless otherwise posted
- Park rules must be respected
- In off-leash areas:
  - dogs must be licensed
  - dogs must be under control at all times
  - dogs must not chase or threaten people, other dogs or wildlife
  - owners must pick up after their dog



# Officer Training

- **Officer Field Safety**
- **Dog Handling**
- **Lifts, Loading & Transporting**
- **Leash Techniques**
- **Capture and Control Tools**
- **Breeds and Behaviour**
- **Aggressive Incident Investigation**





# Dog Handling

- Officer Safety
- Controlling the Animal
- Confidence Building
- Learning Animal Behaviour





# Canine Behaviour

- **Calming Signals**
- **Distance Increasing Signals**
- **Distance Decreasing Signals**
- **Officer Confidence Building**



# Aggression Investigation

- **Get Control of the Aggressive Animal**
- **Ensure Victim Assistance is Provided**
- **Establish Facts/Collect Evidence**
- **Determine Action to be Taken**
- **Follow Through**



# Animal Behaviour Assessments

- Dogs involved in Aggressive Incidents
- Dogs Being Made Available for Adoption



# Behaviour Assessments on Dogs Involved in an Aggressive Incident

- Determine what may have triggered the behaviour and assess the animal to determine recommendations

Charges or Nuisance Order or Vicious Animal Order

- Nuisance Order – Conditions

Confinement, control measures and training by a certified pet dog trainer

- Vicious Dog Orders – Conditions

Euthanize, confinement, control measures and training by a certified pet dog trainer

# Dogs Being Made Available For Adoption

- Determine Suitability
  - Open Adoption
  - Adopt with Conditions
  - Hold for Initial Training and Re-Test
  - Not Suitable for Adoption

# Public Education School Programs

## ECS – Grade 6



# Role of Education

- Corrects myths or misconceptions
- Supports knowledgeable citizens
- Transforms misunderstanding
- Changes behaviour
- Key to voluntary compliance





# School Programs

- PAWS Dog Bite Prevention Program: ECS – Grade 6
- Dogs in Our Society: Grade 1
- Urban Coyotes: Grades 3 – 6
- Freedom City: Grade 6
- Junior Bylaw Project: Grade 6
- Think Responsibly: Grades 4 – 7





# School Presentations

- All curriculum based
  - Urban Coyotes – Social Studies or Science focus
  - includes content and process
  - grade-appropriate support materials
  - interactive programs
- Educators present programs in the schools
- No cost
- Budget from licensing
- Interactive - geared to classrooms not assemblies



# PAWS Dog Bite Prevention

- stray dogs
- tree or log
- reasons dogs we know bite
- meeting a dog that is out with an owner

## Tools

- Boomer
- licence, microchip, tattoo
- radio
- video



# Dogs in our Society

- 8 out of 10 curriculum objectives
- “Living and Non-living Things” unit
- Focus: responsible pet ownership and dog safety
  - Boomer – living or non-living
  - Characteristics of living animals
  - Roles of dogs in our society
  - Domesticated or wild
  - Care of domesticated pets
  - Safety message from PAWS



# Urban Coyotes

- Identify the habitat of urban coyotes
- Adaptability of coyotes
- What attracts coyotes
- Role in the balance of nature

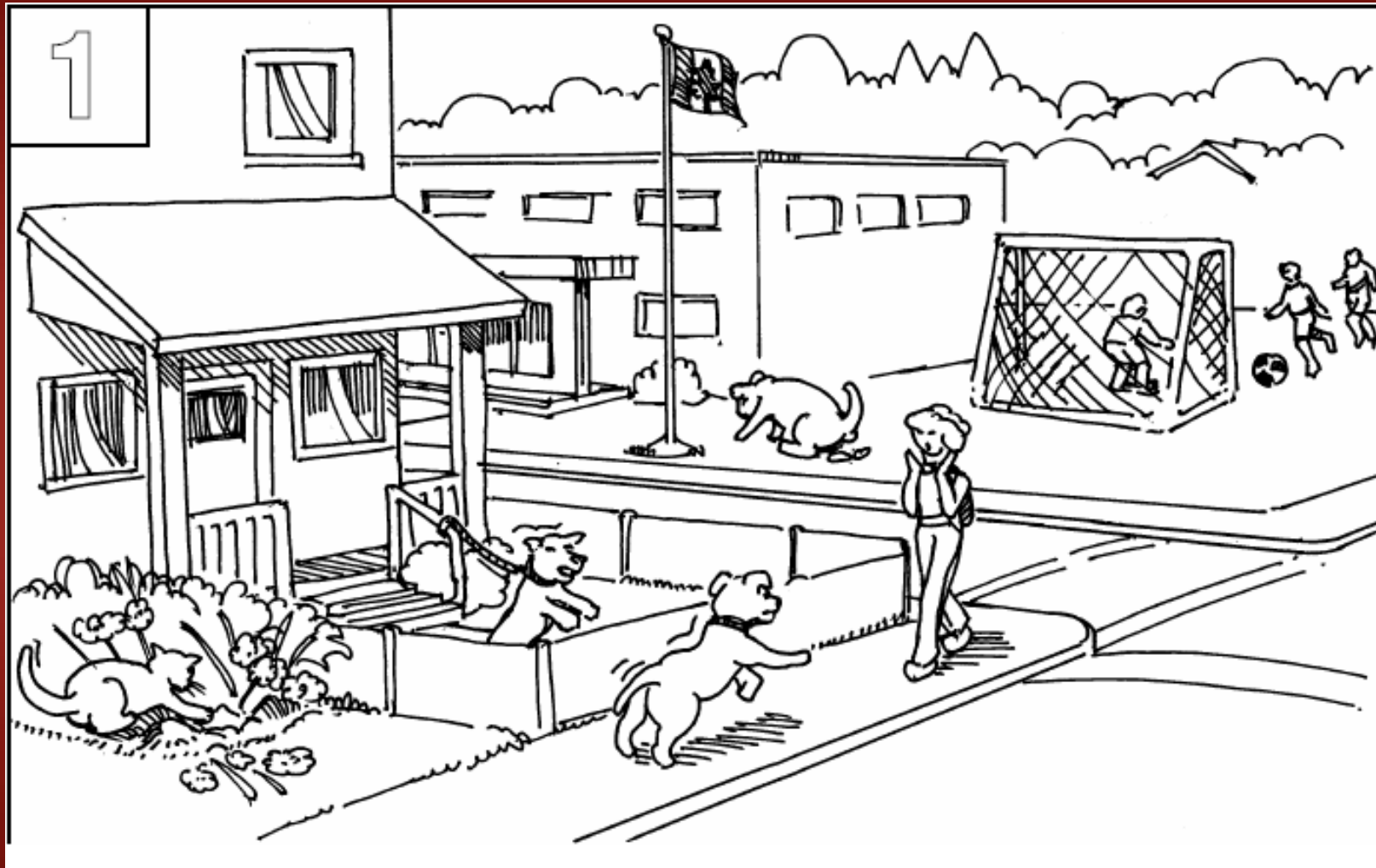


## Learning objectives

- What to do to make coyotes feel unwelcome
  - connection to city bylaws – untidy properties
- Compare and contrast dogs and coyotes
- Safety around dogs
- Safety around coyotes



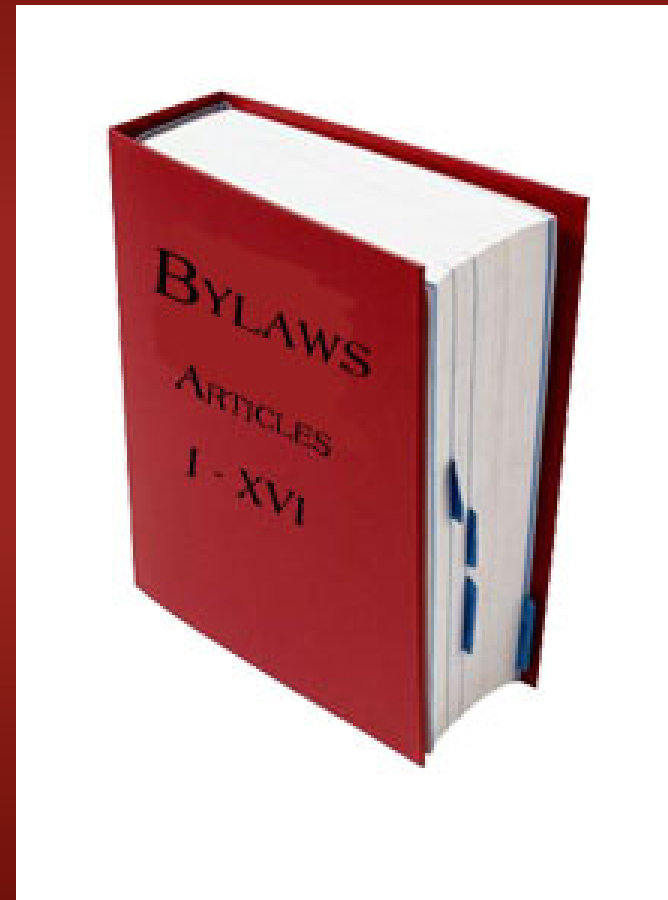
# Freedom City



# Freedom City

Bylaws are created:

- To ensure public health
- To ensure public safety
- To protect the environment
- So we can live in harmony





# Junior Bylaw Project

- Problem solving project
- Simulates citizen engagement process
- 2 visits



# Junior Bylaw: Student Project

Students research and resolve a neighbourhood issue:

- Word problem as a question
- Research current bylaws
- Find 4 solutions, list positives, negatives
- Best solution? Why?
- How would you inform the local government?
- Develop Citizen's Charter of Rights and Responsibilities





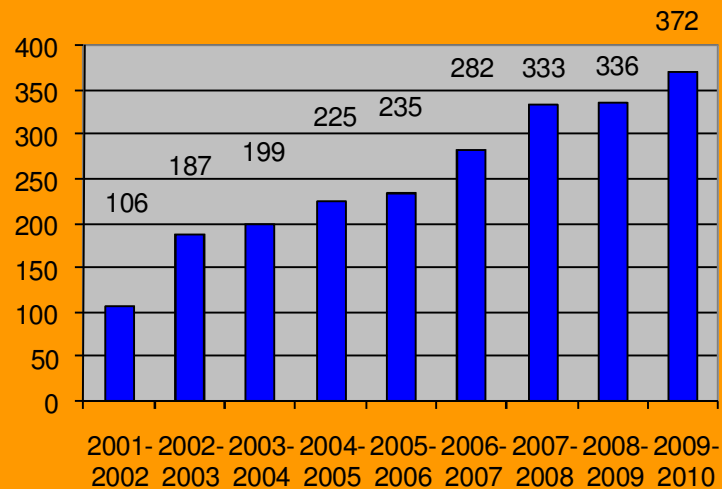
# Think Responsibly

- Online school program
- Safety education for grades 4 – 7
- 7 business units & Calgary Board of Education
- 6 modules:
  - Graffiti
  - Helmets
  - Parks & pathways
  - Peer pressure
  - Fire safety
  - Water safety

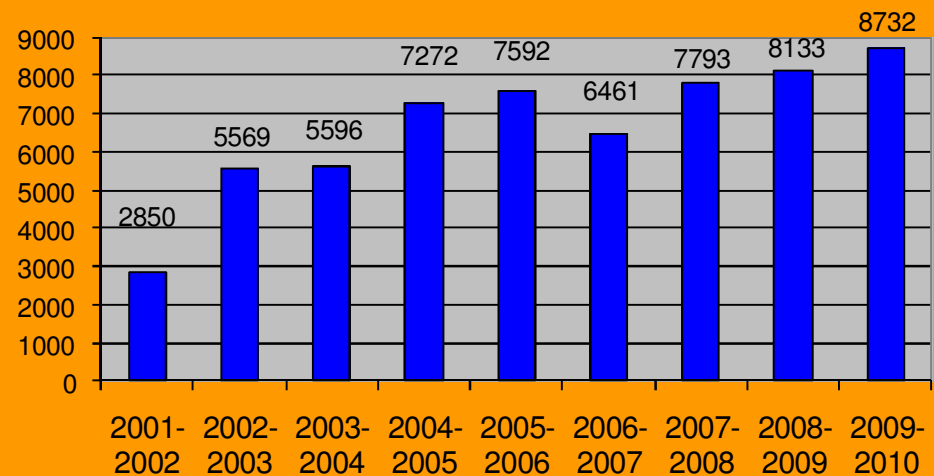


# School Presentations

## Presentations



## Students



# Performance Indicators

(How do we know we are doing a good job)

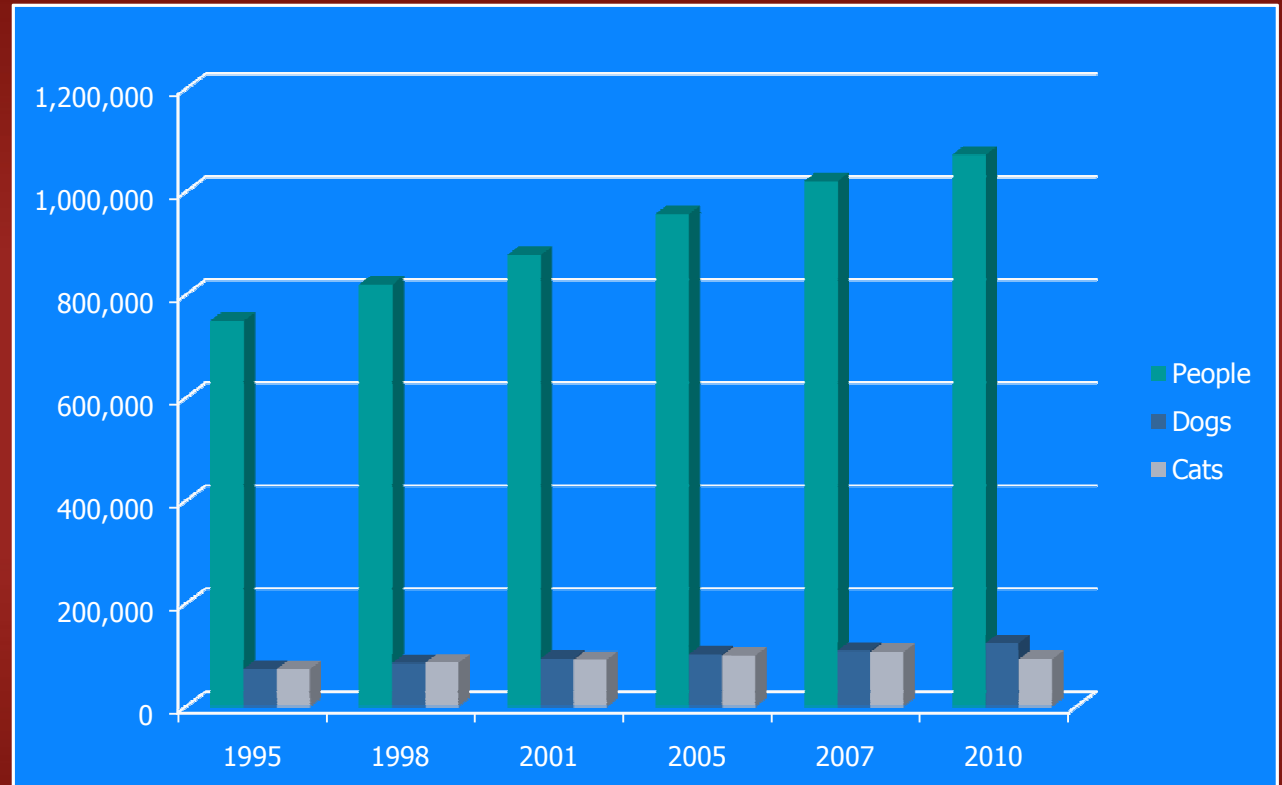
- Impounded animal numbers ↓
- Return to owner rates ↑
- Aggressive animal incidents ↓
- Euthanasia rate ↓
- Percent of animals licensed ↑
- Number of bylaw infractions charged ↓
- Financial performance ↑

# Calgary's Population

**People (2010):  
1,071,515**

**Dogs (2010):  
122,325**

**Cats (2010):  
91,551**



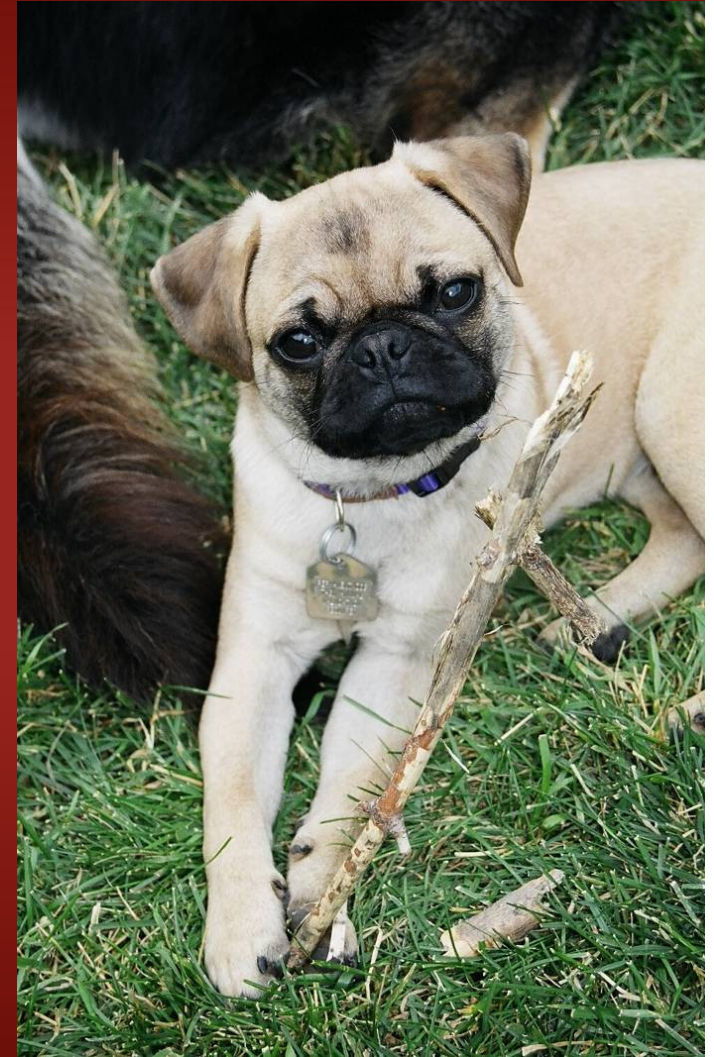
# Licensing Compliance

## Dogs

- 110,500 licensed dogs as of 2011 July
- Approx. 90% compliance

## Cats

- 50,500 licensed cats as of 2011 July
- Approx. 55% compliance



# Cats Impounded

2009

- 845 Impounded
- 49% Returned to owner (416)
- 29% Adopted (241)
- 22% Euthanized (188)



2010

- 869 impounded
- 55% (479) returned to owner. Of these:
  - 18% driven directly home (84)
  - 82% picked up from Animal Services (395)
- 27% adopted (232)
- 18% euthanized (158)



# Owner Awareness

**Can you help me get home?**



I was found in your neighbourhood on July 21, 2010 and brought to the Animal Services Centre at 2201 Portland Street SE.  
If you know my owners, please tell them where I am.  
They can pick me up between 10:00am and 7:00pm on weekdays or between 10:00am and 4:00pm on weekends.

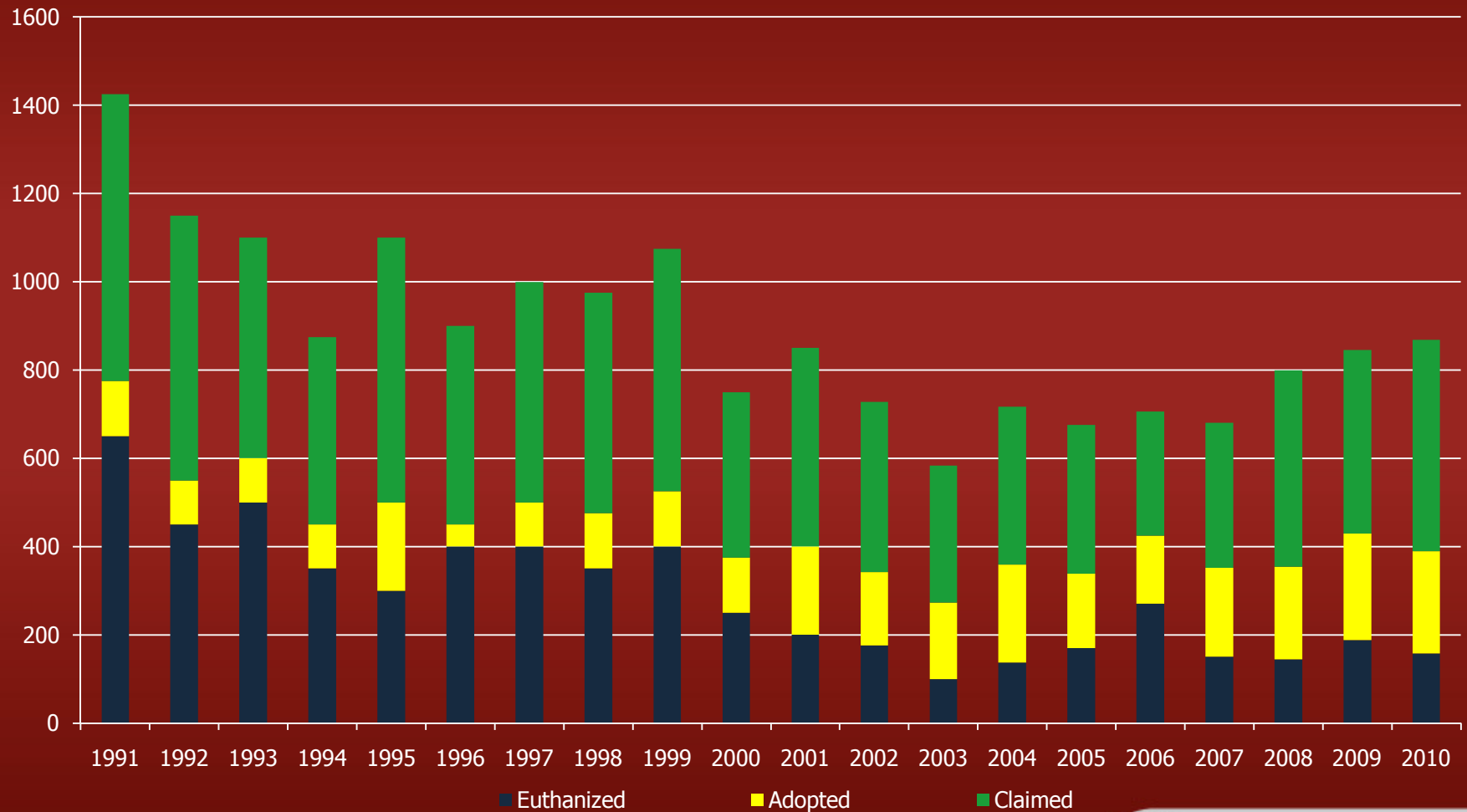


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# Disposition of Impounded Cats

## 1991-2010



# Dogs Impounded

## 2009

- 4291 dogs impounded
- 86% (3711) returned to owner. Of these:
  - 27% driven directly home (1163)
  - 59% picked up from Animal Services (2548)
- 9% adopted (377)
- 5% euthanized (203)

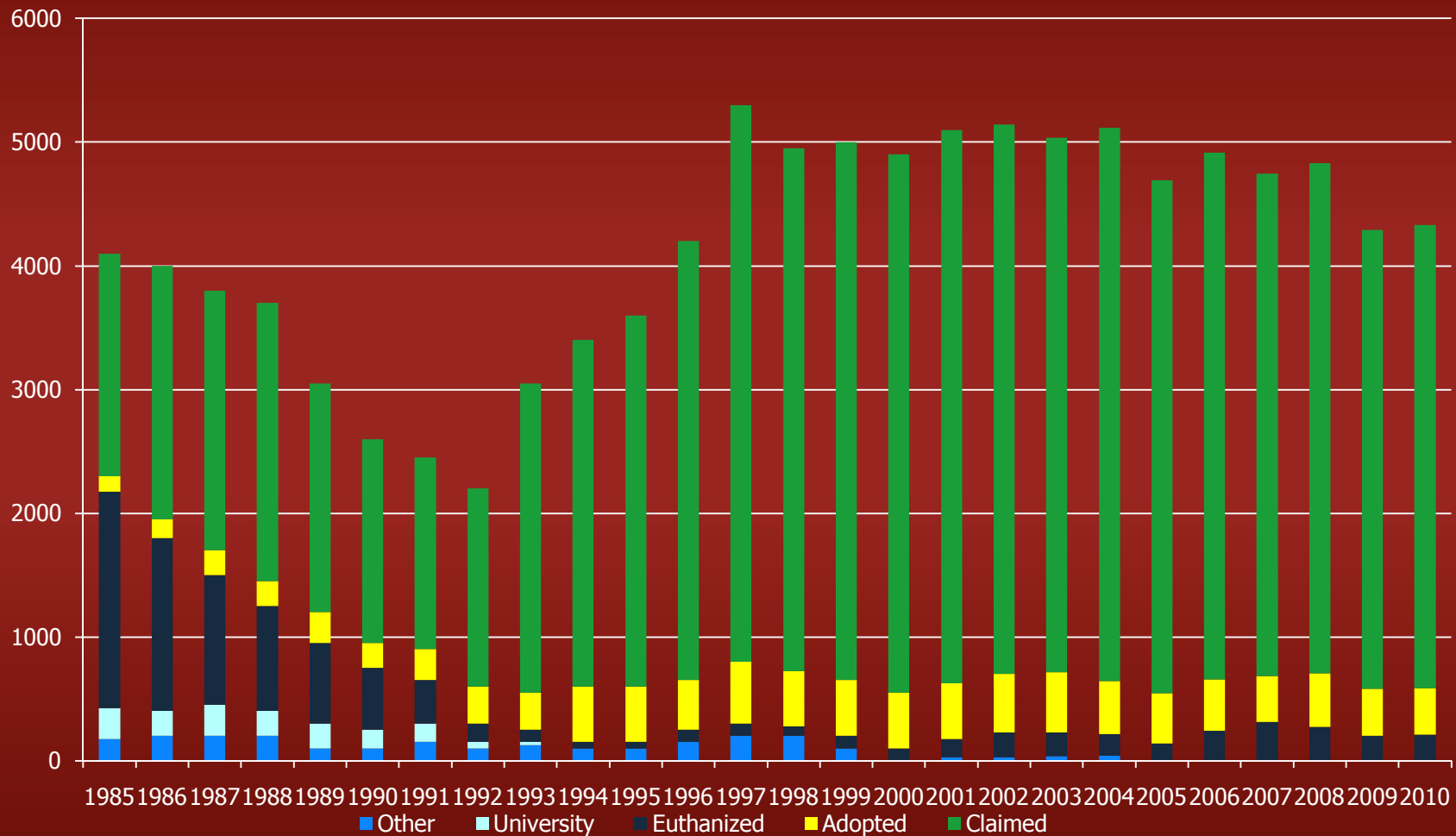


## 2010

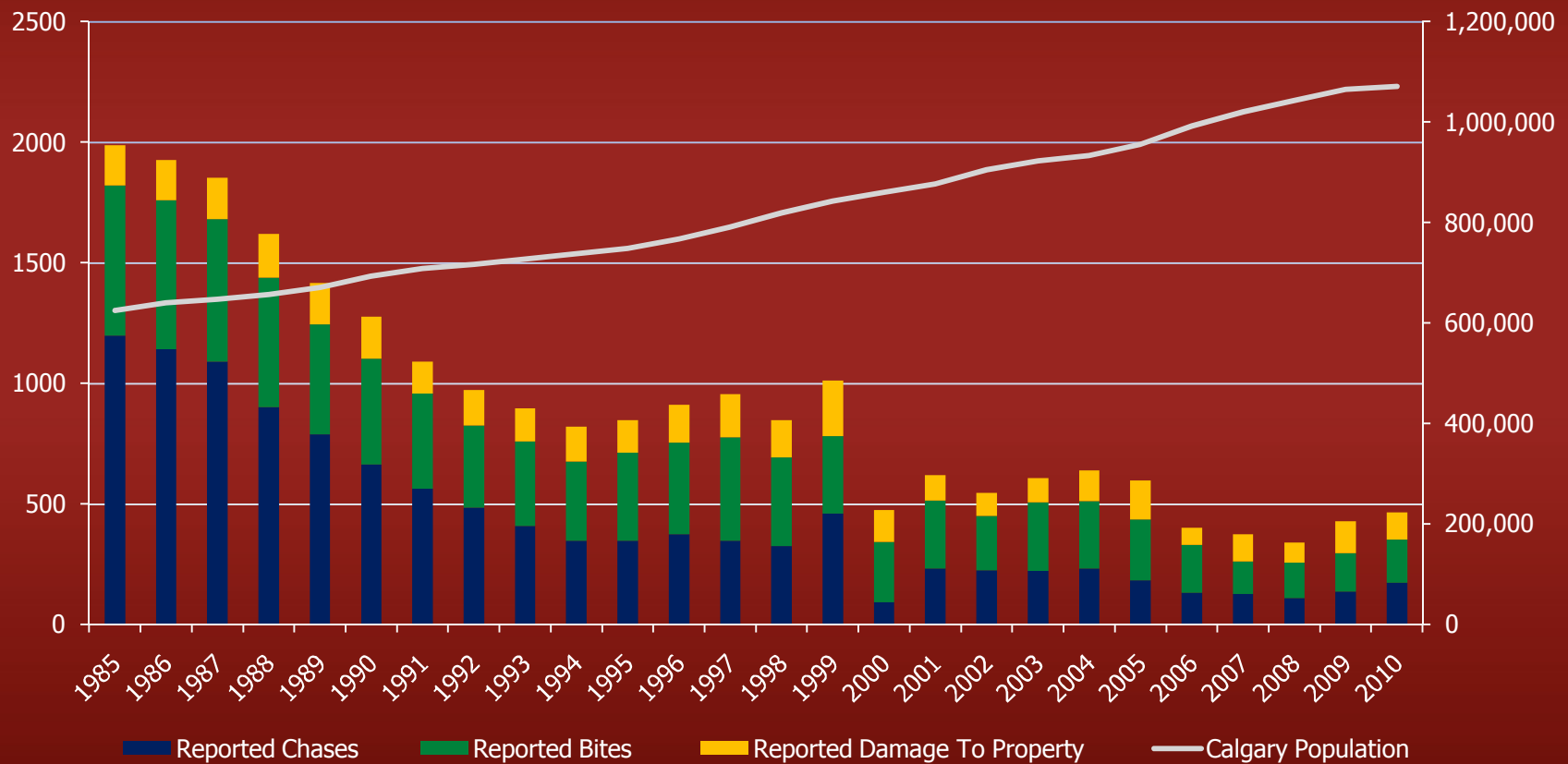
- 4330 dogs impounded
- 87% (3746) returned to owner. Of these:
  - 32% driven directly home (1209)
  - 68% picked up from Animal Services (2537)
- 8.5% adopted (374)
- 4.5% euthanized (210)

# Disposition of Impounded Dogs

## 1985 - 2010



# Aggressive Dog Incidents 1985-2010



# Operating Budget

\$5.4 million annual operating budget, generated through license and penalty revenue, not tax dollars

The Animal Services Centre was built in 2000 for \$3.5 million





# The Facility

- Opened on October 2, 2000
- Shelter hours:
  - 10:00 a.m. – 7:00 p.m. Monday – Friday
  - 10:00 a.m. – 4:00 p.m. Saturday & Sunday
  - Closed on Statutory Holidays
- 21,000 square feet

# The Facility

- Capacity to hold 88 cats and 84 dogs
- Features include:
  - Ventilation system
  - Aggressive isolation kennel
  - Waste management system
  - Warm atmosphere for animals, staff and public



# Continuous Improvement

- Develop public spay/neuter program
- Build spay/neuter clinic (Opened July 2, 2009)
- Increase number of licensed cats
- Increase number of licensed dogs to 100%
- Research lifetime licence with microchip
- Work towards 100% return to owner
- Increase use of Drive Home Program
- Be a best practice city in animal management
- No More Homeless Pets within 5 years



# Animal Services Centre Clinic

- Opened July 6, 2009
- 2,500 square feet
- Operational costs funded from cat licensing revenue



# Goals for the Clinic

- Business efficiencies: spay and neuter City owned pets
- Increase adoptions: perform minor surgery
- In 2010, introduce no-cost spay and neuter for the pets of low income Calgarians



# Questions?

